State of Washington
Employment Security Department

Human Resource Management Report
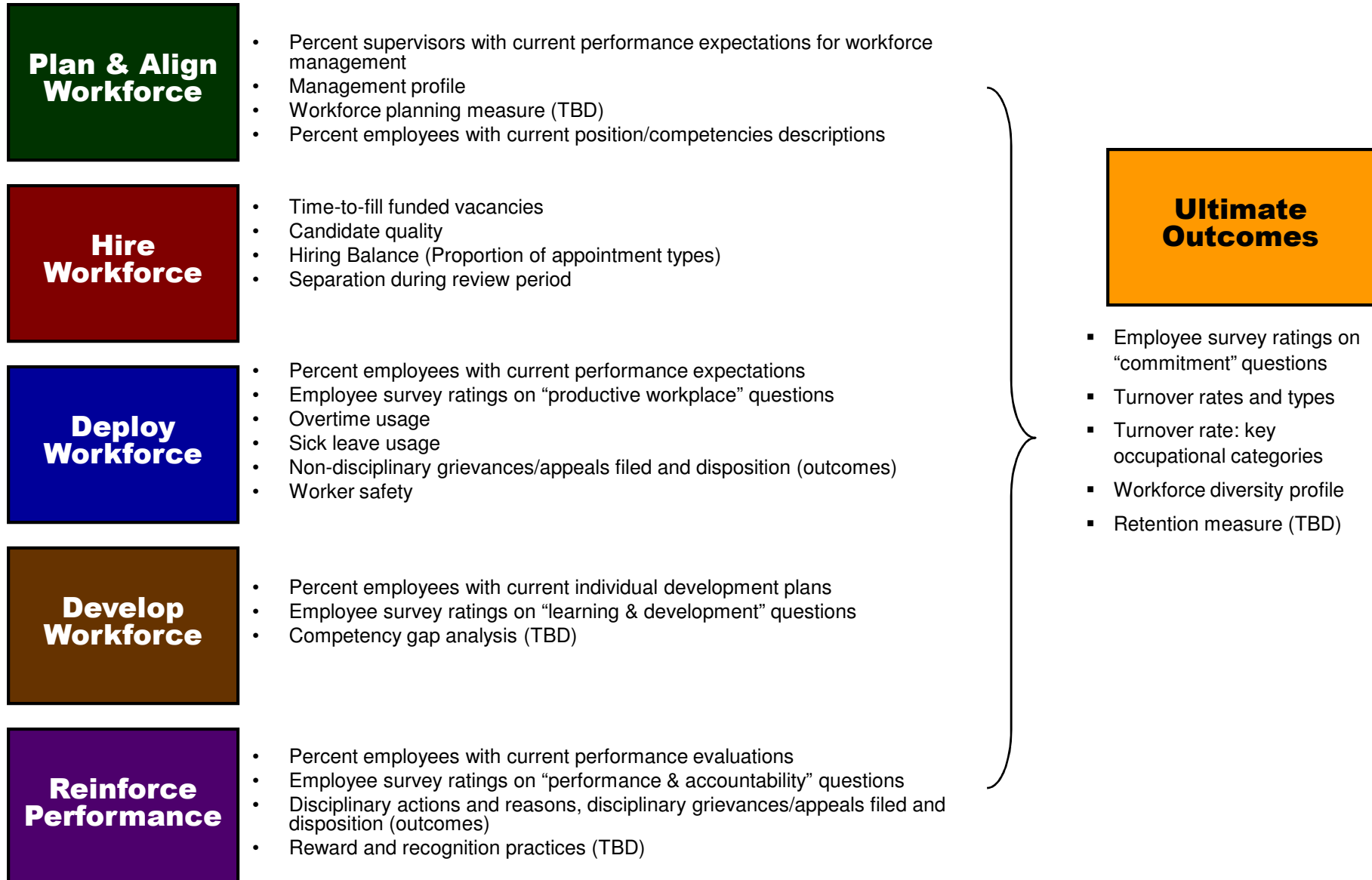
Plan & Align Workforce

Hire Workforce

Deploy Workforce

Reinforce Performance

Develop Workforce
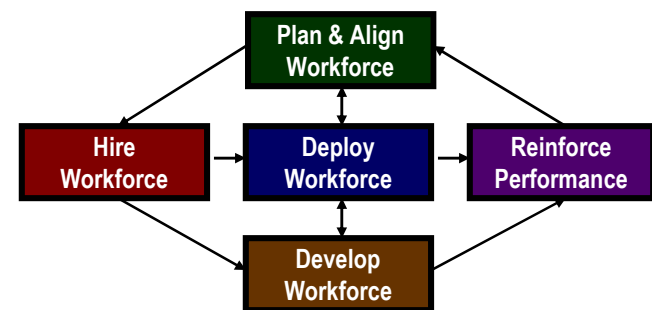
October 2008

Managers' Logic Model for Workforce Management

	Outputs	Initial Outcomes	Intermediate Outcomes	
Plan & Align Workforce	Articulation of managers HRM accountabilities. HR policies. Workforce planning. Job classes & salaries assigned.	Managers understand HRM accountabilities. Jobs, staffing levels, & competencies aligned with agency priorities.	Foundation is in place to build and sustain a productive, high performing workforce.	
Hire Workforce	Qualified candidate pools, interviews & reference checks. Job offers. Appts & per-formance monitoring.	Best candidate hired & reviewed during appointment period. Successful performers retained.	The right people are in the right job at the right time.	
Deploy Workforce	Work assignments& requirements defined. Positive workplace environment created. Coaching, feedback, corrections.	Workplace is safe, gives capacity to perform, & fosters productive relations. Staff know job rqmts, how they're doing, & are supported.	Time & talent is used effectively. Employees are motivated & productive.	
Develop Workforce	Individual development plans. Time/ resources for training. Continuous learning environment created.	Learning environment created. Employees are engaged in develop-ment opportunities & seek to learn.	Employees have competencies for present job & career advancement	
Reinforce Performance	Clear performance expectations linked to orgn'al goals & measures. Regular performance appraisals. Recognition. Discipline.	Employees know how performance contributes to success of orgn. Strong performance rewarded; poor performance eliminated	Successful perf is differentiated & strengthened. Employees are held accountable.	

Ultimate Outcomes

Employees are committed to the work they do & the goals of the organization

Productive, successful employees are retained

State has workforce depth & breadth needed for present and future success

Agencies are better enabled to successfully carry out their mission. The citizens receive efficient government services.

Standard Performance Measures

Plan & Align Workforce

- Percent supervisors with current performance expectations for workforce management
- Management profile
- Workforce planning measure (TBD)
- Percent employees with current position/competencies descriptions

Hire Workforce

- Time-to-fill funded vacancies
- Candidate quality
- Hiring Balance (Proportion of appointment types)
- Separation during review period

Deploy Workforce

- Percent employees with current performance expectations
- Employee survey ratings on "productive workplace" questions
- Overtime usage
- Sick leave usage
- Non-disciplinary grievances/appeals filed and disposition (outcomes)
- Worker safety

Develop Workforce

- Percent employees with current individual development plans
- Employee survey ratings on "learning & development" questions
- Competency gap analysis (TBD)

Reinforce Performance

- Percent employees with current performance evaluations
- Employee survey ratings on "performance & accountability" questions
- Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)
- Reward and recognition practices (TBD)

Ultimate Outcomes

- Employee survey ratings on "commitment" questions
- Turnover rates and types
- Turnover rate: key occupational categories
- Workforce diversity profile
- Retention measure (TBD)

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Plan & Align Workforce

Workforce Management Expectations

Agency Priority: Medium

> **Percent supervisors with current performance expectations _for workforce management_ = 100%***

*Based on 351 of 351 reported number of supervisors

As stated in the Employment Security Strategic Plan for 2008 – 2013, the department is using performance management as the lever to move the entire organization along our strategic path – examining all operations from the perspective of how they effect our ability to achieve our strategic goals.

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

 Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

Analysis:

- ESD continues to maintain a high level of supervisors with current performance expectations.

- An HR Summit for agency management held in April 2008 emphasized management's need for performance expectations at all levels. Sessions included training on performance coaching as a tool to aid supervisors in the evaluation of others.

Action Steps:

- Strategic Goal 4: _Value, develop and support employees to increase effectiveness,_ includes a key strategy to develop and implement a professional leadership program to include structured coaching, mentoring and rotational job assignments.

- The department is in the planning stages of a performance management system that will assist the agency to fold together the elements of the performance evaluation system, and build and sustain a productive, high performance work force. Development and implementation of a comprehensive system is currently scheduled for the FY09-11 biennium.

- We will be a pilot agency with the Department of Personnel for Workforce Planning starting December of 2008.

- We plan to update training curriculum with Workforce Planning content by June of 2009.

Plan & Align Workforce

Management Profile

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

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WMS Employees Headcount = 149

Percent of agency workforce that is WMS = 7.7%

Managers* Headcount = 152

Percent of agency workforce that is Managers* = 7.9%

* In positions coded as "Manager" (includes EMS, WMS, and GS)

Washington Management Service Headcount Trend
Data Time Period: 7-1-07 through 6-30-08
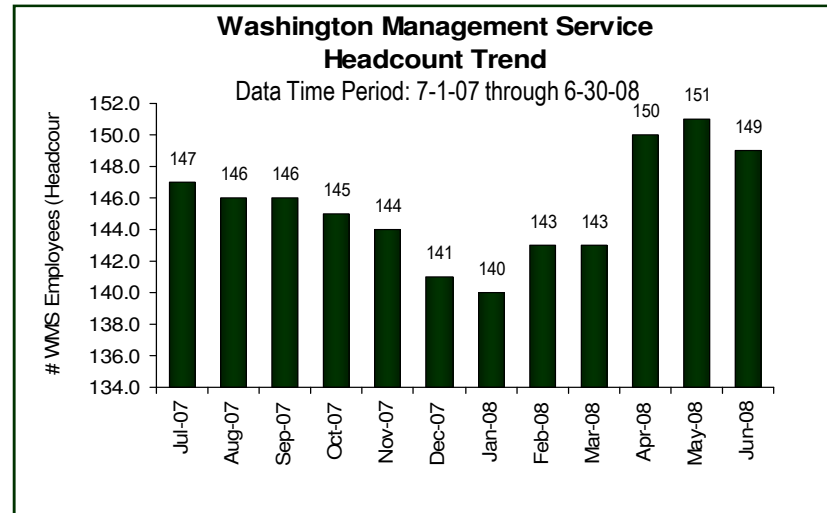
WMS Management Type

Management	125
Consultant	21
Policy	3
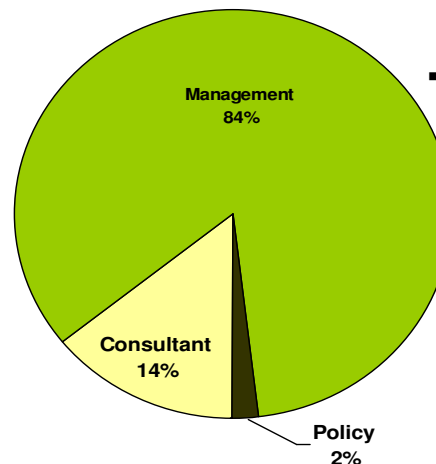
Data as of June 30, 2008
Source: HRMS Business Intelligence

Analysis:

- Normal drop in WMS headcount occurred in mid fiscal year. Majority of reduction in headcount due to employee retirements.

- Increase in WMS Manager headcount in spring months can be attributed to ramp up of new programs and or system development resulting from Legislative action.

- ESD is below the state workforce to managers ratio.

Action Steps:

- As stated in the Employment Security Strategic Plan for 2008 – 2013, the agency is using performance management as the lever to move the entire organization along our strategic path – examining all operations from the perspective of how they effect our ability to achieve our strategic goals.

- Strategic Goal 4: *Value, develop and support employees to increase effectiveness*, includes a key strategy to develop and implement a formal succession plan to address the pending retirement of a large percent of the department's work force.

- The department will continue to monitor number of management positions to maintain a balance of management to non-management positions.

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Plan & Align Workforce

Current Position/Competency Descriptions

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Agency Priority: High

> **Percent employees with current position/competency descriptions = 100%***

*Based on1573 of 1573 reported employee count
Applies to employees in permanent positions, both WMS & GS

As stated in the Employment Security Strategic Plan for 2008 – 2013, the agency will use performance management as the lever to move the entire organization along our strategic path – examining all operations from the perspective of how they effect our ability to achieve our strategic goals.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

Analysis:

- ESD has focused additional effort on the quality of the position descriptions and have improved the overall quality of position descriptions.

- We continue to offer training to managers and supervisors focused on completion of position descriptions which reinforces our ability to maintain our high percentage.

- While we have maintained a high percentage of employees with current position/competency descriptions, we need to complete job analysis to take advantage of position specific competencies.

- We are on track with our FY07 action step to begin job analysis by June 30, 2008.

- We have successfully hired a Job Analysis Manager to provide oversight and leadership for the agency-wide job analysis project.

Action Steps:

- Strategic Goal 4: *Value, develop and support employees to increase effectiveness*. In partnership with this goal, we will build a solid base which includes accurate, meaningful position description and competencies.

- By August 2008, we will fill an additional position to work out detail and communications efforts for the job analysis project. The expected completion date of this project is December 2009 for ESD's 1700 Washington General Service positions.

Data as of 6/30/2008
Source: Internal Tracking

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures
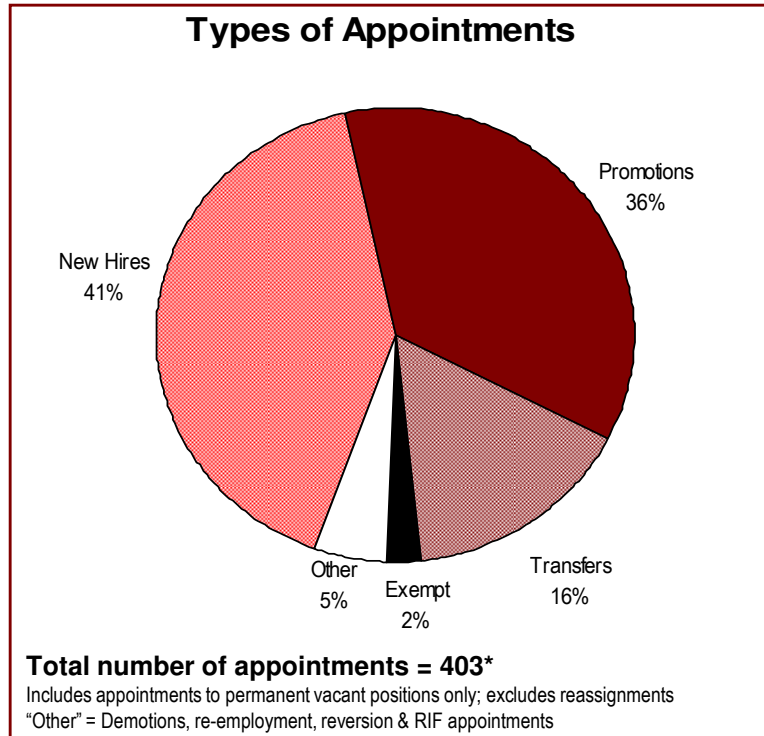
Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Time-to-fill / Candidate Quality

Agency Priority: Medium

Time-to-fill Funded Vacancies

Average number of days to fill*:	54.15
Number of vacancies filled:	241

We are not using E-recruitment and our current time to fill count is based on date recruitment is requested to date of hire.

Agency Priority: Low

Candidate Quality

We currently do not track information on candidate quality but will be reviewing process to include customer feedback

Analysis:

- ESD's time to fill statistics for this reporting period are based on the date when recruitment received in HR Office through the effective date of the appointment.

- ESD's average number of days to fill has decreased by 20 days from the statistics provided in the October 2007 report.

- ESD does not currently track information on candidate quality, but will be reviewing process to include customer feedback.

Action Steps:

- As stated in the Employment Security Strategic Plan for 2008 – 2013, Strategic Goal 4 : *Value, develop and support employees to increase effectiveness,* Objective A – *Build a high-performance work force that is competent and culturally diverse*, a key strategy is to develop recruitment strategies that ensures access to candidates with special skills the department requires in all areas of the state and increase recruitment and outreach activities to ethnic communities.

- ESD HR will begin using the start and end dates prescribed by the Department of Personnel during the next fiscal year cycle, starting July 1, 2008.

- ESD HR recruiters are developing a review process that includes customer feedback on process and candidate quality.

Data Time Period: July 1, 2007 through June 30, 2008
Source: Internal Tracking

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Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Hiring Balance / Separations During Review Period

Agency Priority: Low

Types of Appointments

Promotions 36%

New Hires 41%

Other 5%

Exempt 2%

Transfers 16%

Total number of appointments = 403*
Includes appointments to permanent vacant positions only; excludes reassignments
"Other" = Demotions, re-employment, reversion & RIF appointments

Agency Priority: Low

Separation During Review Period

Probationary separations - Voluntary	2
Probationary separations - Involuntary	5
Total Probationary Separations	*7*
Trial Service separations - Voluntary	5
Trial Service separations - Involuntary	0
Total Trial Service Separations	*5*
Total Separations During Review Period	**12**

Data Time Period: July 1, 2007 through June 30, 2008
Source: HRMS Business Intelligence

Analysis:

- Hiring has shifted from internal promotions, as reflected in FY07, to a higher percentage of new hires during this reporting period. A significant factor in this shift from internal to external hiring can be attributed to the increase in retirements in FY08 and a smaller number of internal candidates available for lower level positions.

- The UI Division accounted for the majority of the hiring at 46% of all permanent hires, filling 187 positions.

- The WorkSource Operations Division accounted for 35% of all permanent hires filling 143 permanent positions.

- The remaining 19% of permanent hires were shared by the Employment & Training Division and the administrative support divisions.

- Note that appointment data from FY07 report is reflective of a layoff action that occurred in October 2006, and may not be indicative of a normal pattern. The agency will continue to monitor hiring balance and separation information to determine trends.

Action Steps:

- As stated in the Employment Security Strategic Plan for 2008 – 2013, Strategic Goal 4: *Value, develop and support employees to increase effectiveness,* Objective A – *Build a high-performance work force that is competent and culturally diverse*, a key strategy is to develop and implement a formal succession plan to address the pending retirement of a large percent of the department's work force.

- A projected outcome of succession planning may show a continued increase in new hires over promotional hires until the agency cycles through the replacement of our senior work force.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

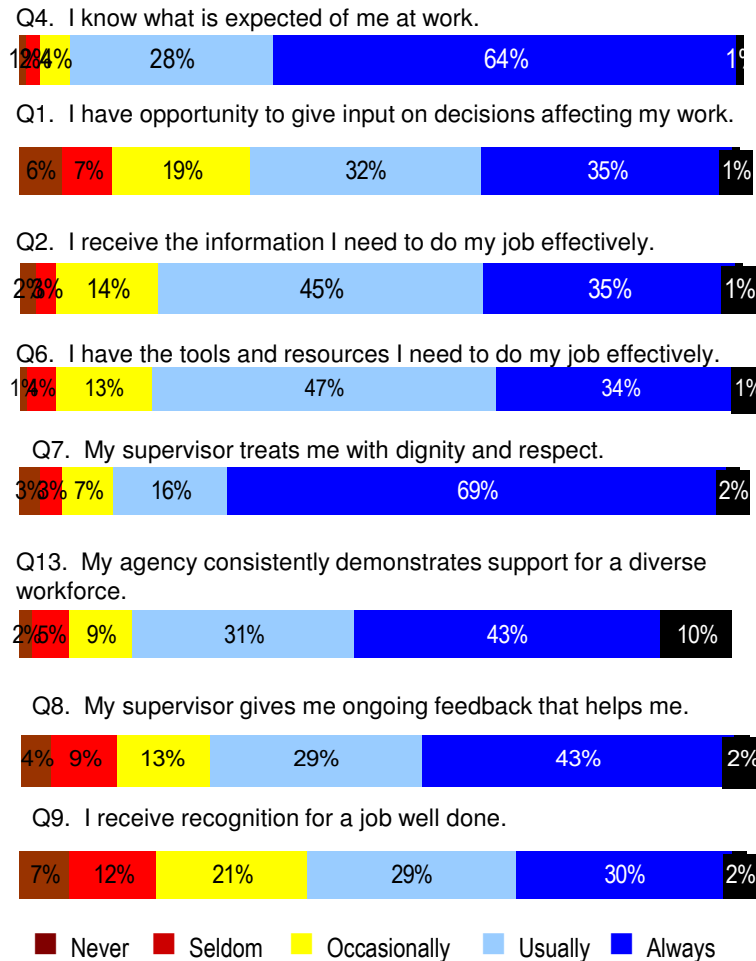Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Current Performance Expectations

Agency Priority: Medium

Percent employees with current performance expectations = 100%*

*Based on 1573 of 1573 reported employee count
 Applies to employees in permanent positions, both WMS & GS

As stated in the Employment Security Strategic Plan for 2008 – 2013, the agency will use performance management as the lever to move the entire organization along our strategic path – examining all operations from the perspective of how they effect our ability to achieve our strategic goals.

Analysis:

- The department continues to emphasize that employees have clear, measurable written performance expectations.

- The value of expectations will be tied into the work being performed on the Job Analysis project to ensure the quality aspect of performance expectations is addressed full circle.

- An HR Summit for agency management held in April 2008 emphasized management's need for performance expectations at all levels. Sessions included training on performance coaching as a tool to aid supervisors in the evaluation of others.

- In May of 2008 one trainer was certified in the Performance Coaching program to build capacity for ongoing learning.

Action Steps:

- Strategic Goal 4: *Value, develop and support employees to increase effectiveness,* Objective A – *Build a high-performance work force that is competent and culturally diverse*, a key strategy is to ensure that each employee's professional-development plan strengthens his or her job capabilities and aligns with the department's business needs.

- Supervisory training curriculum will target content that is key to overall employee performance starting in December of 2008.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

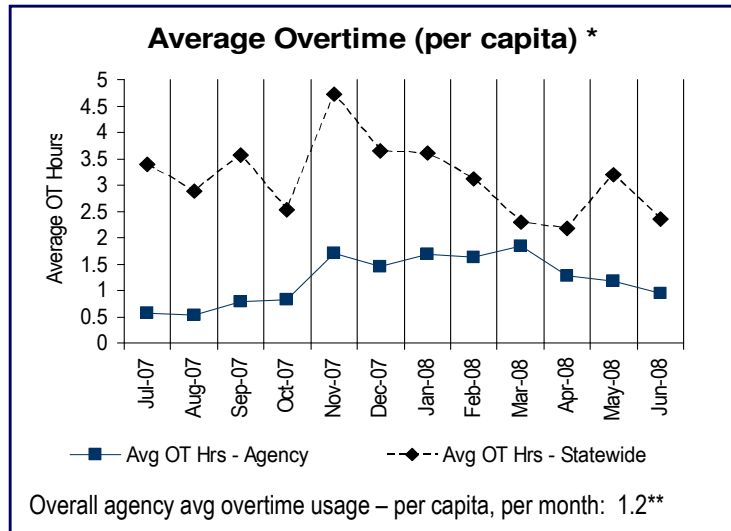**Employee survey ratings on "productive workplace" questions**

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Employee Survey "Productive Workplace" Ratings

Agency Priority: Medium

Avg

Q4. I know what is expected of me at work.

| 1% | 2% | 4% | 28% | 64% | 1% |

4.5

Q1. I have opportunity to give input on decisions affecting my work.

| 6% | 7% | 19% | 32% | 35% | 1% |

3.8

Q2. I receive the information I need to do my job effectively.

| 2% | 3% | 14% | 45% | 35% | 1% |

4.1

Q6. I have the tools and resources I need to do my job effectively.

| 1% | 4% | 13% | 47% | 34% | 1% |

4.1

Q7. My supervisor treats me with dignity and respect.

| 3% | 3% | 7% | 16% | 69% | 2% |

4.5

Q13. My agency consistently demonstrates support for a diverse workforce.

| 2% | 5% | 9% | 31% | 43% | 10% |

4.2

Q8. My supervisor gives me ongoing feedback that helps me.

| 4% | 9% | 13% | 29% | 43% | 2% |

4.0

Q9. I receive recognition for a job well done.

| 7% | 12% | 21% | 29% | 30% | 2% |

3.6

■ Never   ■ Seldom   ■ Occasionally   ■ Usually   ■ Always

Overall average score for Productive Workplace Ratings: 4.1

Analysis:

- ESD efforts implemented after the 2006 survey to keep staff informed about agency business and direction through Reverse GMAP, Brown Bag Sessions and improved recognition practices appear to be reflected in the improved productive workplace ratings.

- Overall average scores for 2007 employee survey rose .19%.

- ESD was above the state average for all questions in this category.

Action Steps:

- As stated in the Employment Security Strategic Plan for 2008 – 2013, Strategic Goal 4: *Value, develop and support employees to increase effectiveness,* Objective A – *Build a high-performance work force that is competent and culturally diverse*, a key strategy is to ensure that each employee's professional-development plan strengthens his or her job capabilities and aligns with the department's business needs.

- Strategic Goal 4, Objective B – *Provide a positive working environment and the necessary information and tools to help employees be successful,* key strategies include encouraging a healthy workplace statewide and responding to technology needs, as well as facility needs.

11/1/2007
Source: Dept of Personnel 2007 Employee Survey

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Deploy Workforce

Overtime Usage

Agency Priority: Low

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions
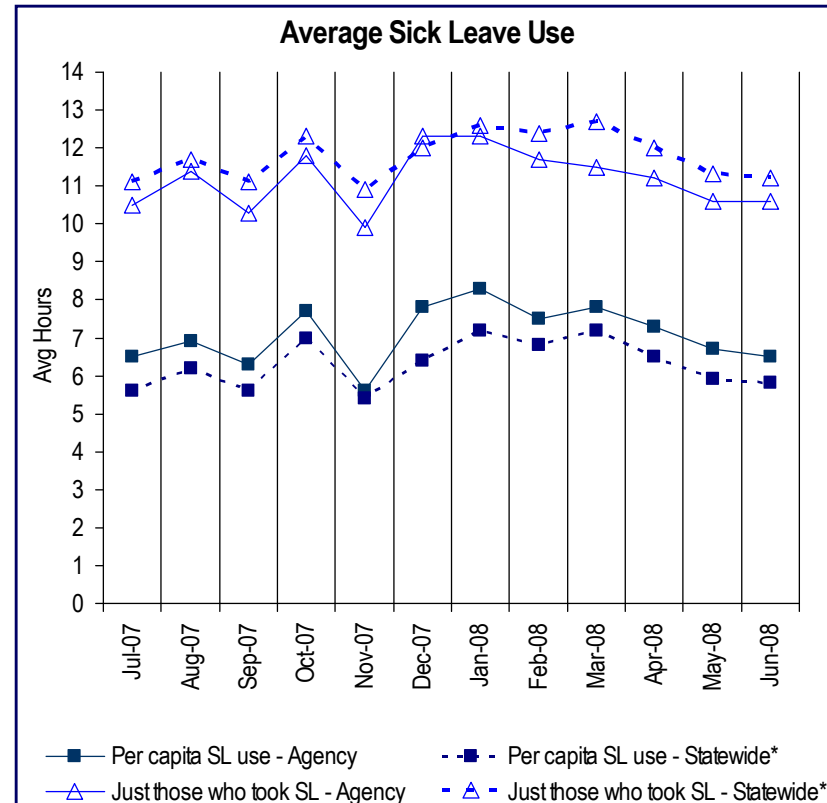
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Average Overtime (per capita) *

Legend: ■ Avg OT Hrs - Agency   ◆ Avg OT Hrs - Statewide

Overall agency avg overtime usage – per capita, per month: 1.2**

*Statewide overtime values do not include DNR

**Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages / # months
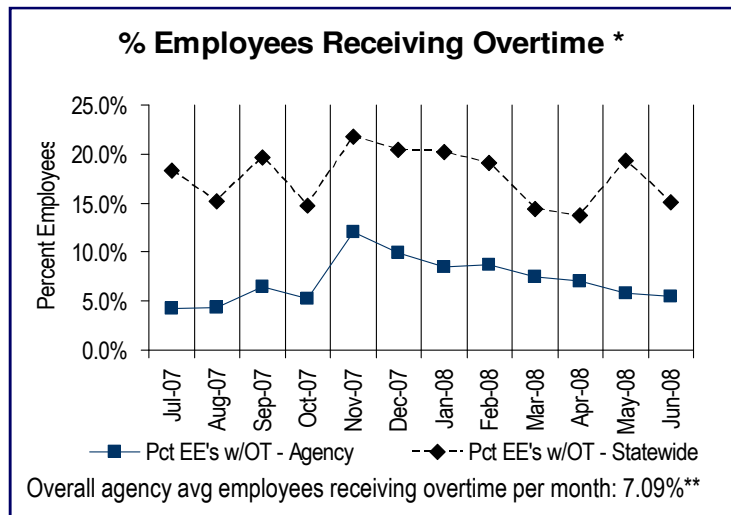
% Employees Receiving Overtime *

Legend: ■ Pct EE's w/OT - Agency   ◆ Pct EE's w/OT - Statewide

Overall agency avg employees receiving overtime per month: 7.09%**

*Statewide overtime values do not include DNR

**Overall agency avg employees receiving overtime per month = sum of monthly OT percentages / # months

Data Time Period: July 1, 2007 through June 30, 2008
Source: HRSD Business Intelligence

Overtime Cost - Agency

Month	Cost
Jun-08	$56,915
May-08	$68,353
Apr-08	$73,097
Mar-08	$109,890
Feb-08	$95,526
Jan-08	$88,828
Dec-07	$86,159
Nov-07	$92,246
Oct-07	$45,015
Sep-07	$48,618
Aug-07	$29,442
Jul-07	$33,795
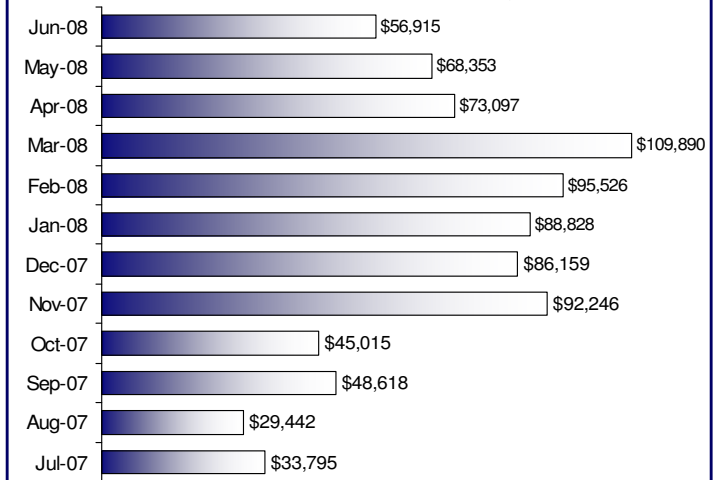
Analysis:

- Overtime values include employees in permanent positions only and does not include compensation time earned and taken. Average is not based on only those positions that are overtime eligible.

- Highest use of overtime was in UI Division TeleCenters. Level of activity did not decrease as in prior year. Level between July and October 2007 were relatively low, higher level of overtime than normal used in spring due to increase in unemployment claims.

- HR decreased use of overtime needed as HRMS moved into second year of production.

- Additional overtime eligible positions added in ITSD due to Department of Labor driven change for specific IT positions, from overtime exempt to overtime eligible.

Action Steps: No action necessary at this time.

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Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Sick Leave Usage

Agency Priority: Low]

Average Sick Leave Use

Legend:
- Per capita SL use - Agency
- Per capita SL use - Statewide*
- Just those who took SL - Agency
- Just those who took SL - Statewide*

Analysis:

- A review of FY07 HR Management Report data on sick leave usage indicates the same pattern of use with Jan 2008 being the highest use month.

- Figures are slightly above in per capita rate compared to statewide figure but slightly lower than statewide figure for those who actually took sick leave.

- A Healthy Worksite Initiative (HWI) was launched in November of 2007 to build a culture of Wellness.

Action Steps:

- As stated in the Employment Security Strategic Plan for 2008 – 2013, Strategic Goal 4: *Value, develop and support employees to increase effectiveness,* Objective B – *Provide a positive working environment and the necessary information and tools to help employees be successful*, a key strategy is to encourage a healthy workplace statewide

Sick Leave Hrs Used / Earned (per capita)

Avg Hrs SL Used (per capita) - Agency	% of SL Hrs Earned (per capita) - Agency	Avg Hrs SL Used (per capita) – Statewide*	% of SL Hrs Earned (per capita) – Statewide*
7.1 Hrs	**90.3**%	6.3 Hrs	81.3%

Sick Leave Hrs Used / Earned (those who took SL)

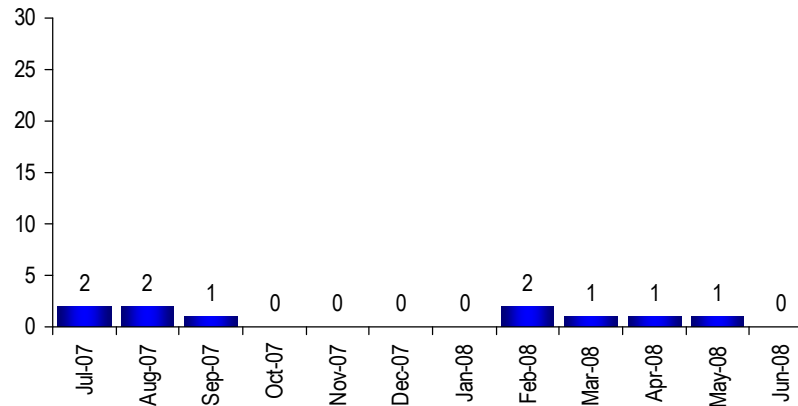| Avg Hrs SL Used (those who took SL) - Agency	% SL Hrs Earned (those who took SL) - Agency	Avg Hrs SL Used (those who took SL) – Statewide*	% SL Hrs Earned (those who took SL) – Statewide*
11.2 Hrs	**139.7**%	11.8 Hrs	147.3%

* Statewide data does not include DOL, DOR, L&I, and LCB

Data Time Period: July 1, 2007 through June 30, 2008
Source: HRMS Business Intelligence

Non-Disciplinary Grievances (represented employees)

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Agency Priority: Low

Number of Non-Disciplinary Grievances Filed

Month	Value
Jul-07	2
Aug-07	2
Sep-07	1
Oct-07	0
Nov-07	0
Dec-07	0
Jan-08	0
Feb-08	2
Mar-08	1
Apr-08	1
May-08	1
Jun-08	0

Total Non-Disciplinary Grievances = 10

* There may not be a one-to-one correlation between the number of grievances filed (shown top of page) and the outcomes determined during this time period. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Non-Disciplinary Grievance Disposition*
(Outcomes determined during time period listed below)

- Settled without Arbitration   (11)
- Withdrawn (2)
- Arbitration – Agency Upheld (1)
- Arbitration – Grievant Favor (1)

Top 5 Non-Disciplinary Grievance Types
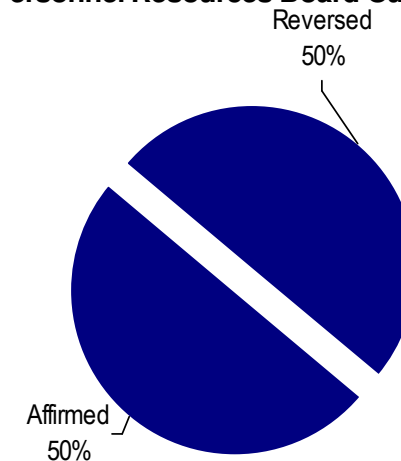(i.e., Compensation, Overtime, Leave, etc)

	Grievance Type	# Grievances
1.	Compensation	3
2.	Evaluations	2
3.	Work Hours	1
4.	Leave	1
5.	Hiring	1

Analysis:

- Majority of non-disciplinary grievance were for varying compensation issues.
- 87% of non-disciplinary grievances have been settled or withdrawn.
- Both arbitrations during this period were for compensation issues.
- Department upheld on arbitration concerning payment of dual language on an occasional basis.
- Grievant upheld in arbitration concerning payment of $756 lump sum insurance payment for July 1, 2007.

Action Steps:

- No action is necessary as non-disciplinary grievance level is low. HR will continue to monitor type and outcome data to identify patterns.

Data Time Period: July 1, 2007 through June 30, 2008
Source: Internal Tracking

Non-Disciplinary Appeals (mostly non-represented employees)

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Agency Priority: Low

Filings for DOP Director's Review

0 Job classification

0 Rule violation

0 Name removal from register

0 Rejection of job application

0 Remedial action

0 Total filings

Filings with Personnel Resources Board

1 Job classification

0 Other exceptions to Director Review

0 Layoff

0 Disability separation

0 Non-disciplinary separation

1 Total filings

Non-Disciplinary appeals only are shown above.

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Director's Review Outcomes

Withdrawn
38%

Affirmed
62%
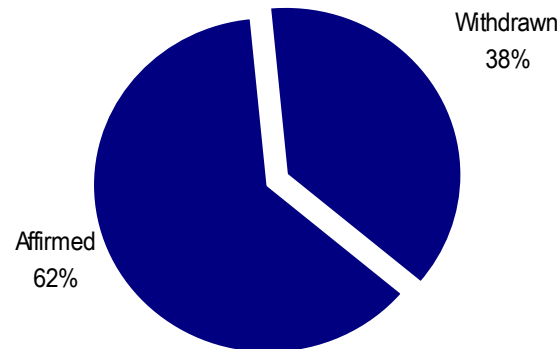
Total outcomes = 2

Data Time Period: July 1, 2007 through June 30, 2008
Source: Department of Personnel

Personnel Resources Board Outcomes

Reversed
50%

Affirmed
50%

Total outcomes = 2

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Worker Safety: Employment Security, Department of

Outcomes

Staff know job
expectations, how they're
doing, & are supported.
Workplace is safe, gives
capacity to perform, &
fosters productive relations.
Employee time and talent is
used effectively. Employees
are motivated.

**Performance
Measures**

Percent employees with
current performance
expectations

Employee survey ratings on
'productive workplace'
questions

Overtime usage

Sick leave usage

Non-disciplinary
grievances/appeals filed
and disposition outcomes

Worker Safety

Analysis:

- Claims rate and Timeloss Claims rate
  continue a downward trend from highs
  in 2005 and 2006.

Action Plan:

- The department is continuing its emphasis
  on safety in the workplace as outlined in the
  ESD Safety Program Action Plan updated
 for 2008.

Action Plan continued:

- Safety committee performance and annual claim
  rates will continue to be reported in internal GMAP.

- The Safety Program is establishing a working
  relationship with the Healthy Worksite Initiative
  Program in ESD to assess mutual benefits.

- Employee and Supervisor training curriculum will
  target safety and risk topics by December of 2008.

Annual Claims Rate:

Annual claims rate is the number
of accepted claims for every 200,000
hours of payroll

200,000 hours is roughly equivalent
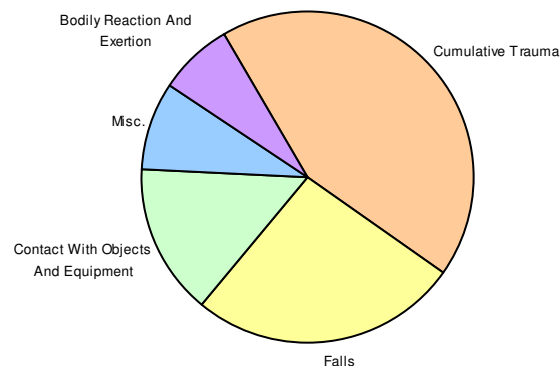to the numbers of yearly payroll hours
for 100 FTE

- claims rate
- compensable claims rate
- projected claims rate
- projected compensable claims rate
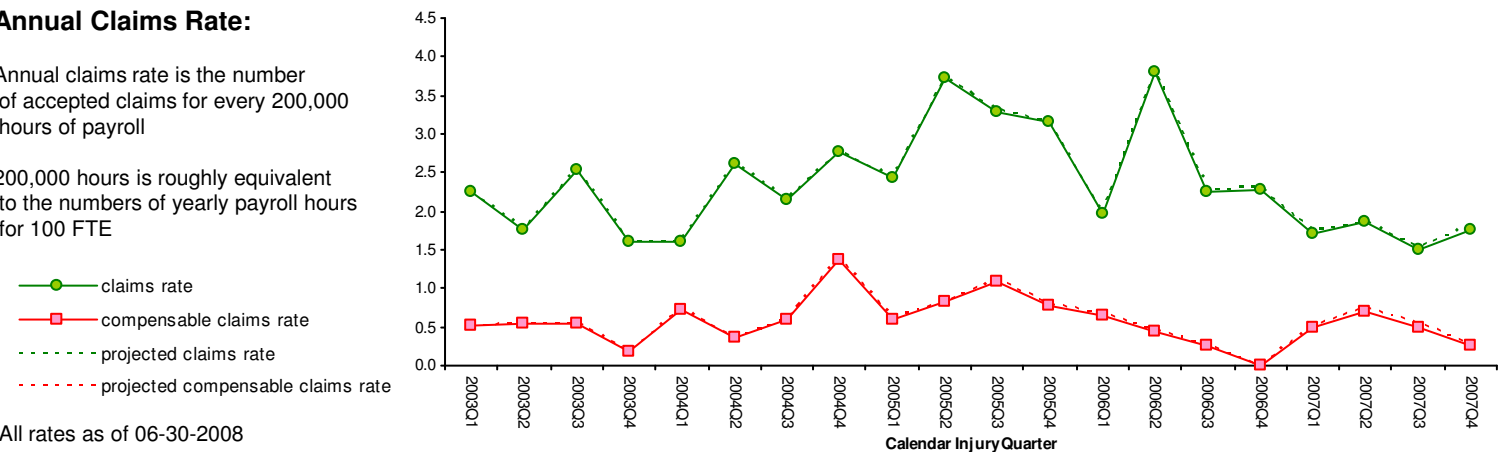
All rates as of 06-30-2008

Accepted Claims by _Occupational Injury and Illness Classification System_ (OIICS) Event:

calendar year-quarter
2003Q1 through 2007Q4

(categories under 3%, or not
adequately coded, are grouped
into 'Misc.')

Bodily Reaction And Exertion

Cumulative Trauma

Misc.

Contact With Objects And Equipment

Falls

Cumulative Trauma Claims

Oiics Code	Oiics Description	Count
2	Bodily Reaction And Exertion	86
9	Other Events Or Exposures	10

Source: Labor & Industries, Research and Data Services (data as of 06/30/2008)

Develop Workforce

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures

Percent employees with current individual development plans

Employee survey ratings on "learning & development" questions

Competency gap analysis (TBD)

Individual Development Plans

Agency Priority: Medium

Percent employees with current individual development plans = 100%*

*Based on 1573 of 1573 reported employee count
Applies to employees in permanent positions, both WMS & GS
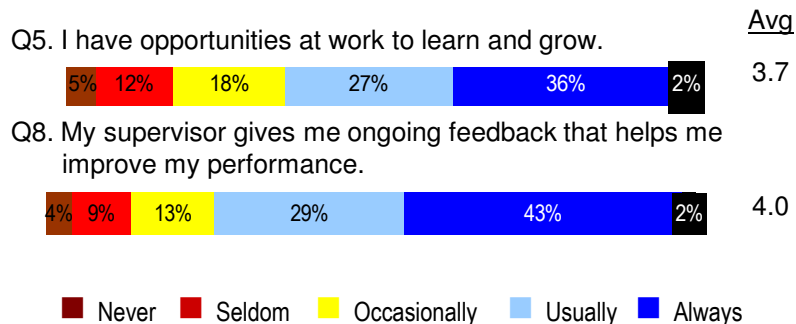
Analysis:

- ESD has maintained a high level of employees with current individual development plans.

Action Steps:

- As stated in the Employment Security Strategic Plan for 2008 – 2013, Strategic Goal 4: *Value, develop and support employees to increase effectiveness*, the agency target for percentage of employee who have current individual training plans is 100%.

Employee Survey "Learning & Development" Ratings

Agency Priority: Medium

Q5. I have opportunities at work to learn and grow.

Avg

| 5% | 12% | 18% | 27% | 36% | 2% |

3.7

Q8. My supervisor gives me ongoing feedback that helps me improve my performance.

| 4% | 9% | 13% | 29% | 43% | 2% |

4.0

■ Never ■ Seldom ■ Occasionally ■ Usually ■ Always

Overall avg score for Learning & Development Ratings: 3.85

Analysis:

- The survey shows ESD has a higher average over the state-wide average of 3.7.

- ESD-collected comments concerning this area showed less employee feedback was given in this survey than in the 2006 survey.

Action Steps:

- As stated in the Employment Security Strategic Plan for 2008 – 2013, Strategic Goal 4: *Value, develop and support employees to increase effectiveness,* Objective A – *Build a high-performance work force that is competent and culturally diverse*, a key strategy is to ensure that each employee's professional-development plan strengthens his or her job capabilities and aligns with the department's business needs.

Data as of November 2007
Source: Dept of Personnel 2007 Employee Survey

Reinforce Performance

Current Performance Evaluations

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Agency Priority: High

Percent employees with current performance evaluations = 96%*

*Based on 1621 of 1691 reported employee count
Applies to employees in permanent positions, both WMS & GS

As stated in the Employment Security Strategic Plan for 2008 – 2013, the agency will use performance management as the lever to move the entire organization along our strategic path – examining all operations from the perspective of how they effect our ability to achieve our strategic goals.

Analysis:

- Department completion rate down from the 99% reported for FY07.
- ESD has maintained a high percentage of employees with current performance evaluations and will be moving our focus from volume to quality of the performance evaluation.
- A complete performance management system will enable the agency to not only provide statistical data concerning completion rates, but allow for a full shift to a performance-based culture.
- Approximately 30 performance evaluations were not completed in a timely fashion, although all were completed at a later date. Some instances were only one or two days late but still considered untimely.
- Reasons for untimely evaluations continued to be scheduling problems, employee or supervisor out, error on due date, supervisor failed to meet deadline or disciplinary action in progress.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Action Steps:

- Strategic Goal 4: *Value, develop and support employees to increase effectiveness*, the performance measure is 100% of employees will have up-to-date evaluations on performance.

- We are in the planning stages of a performance management system to assist the agency to fold together the elements of the performance evaluation system that will build and sustain a productive, high performance work force. Development and implementation of a comprehensive system is currently scheduled for the FY09-11 biennium.

Data as of June 30, 2008
Source: Internal Tracking

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

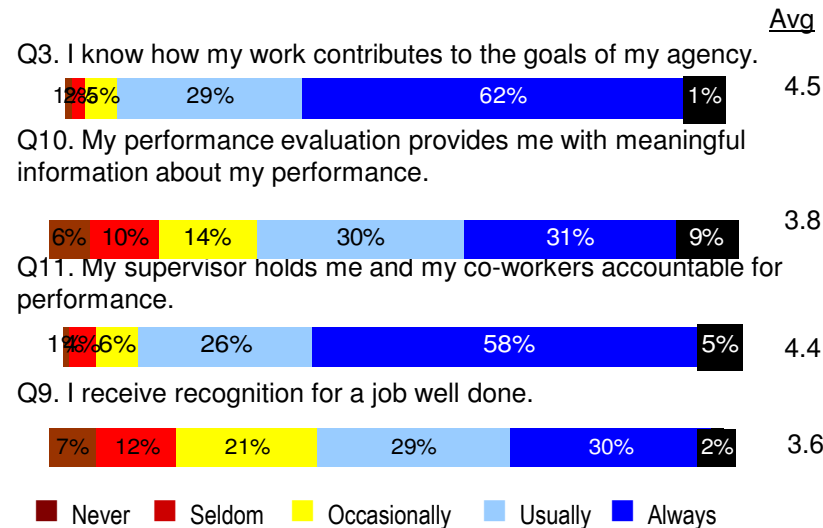Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Employee Survey "Performance & Accountability" Ratings

Agency Priority: Medium

Avg

Q3. I know how my work contributes to the goals of my agency.

| 12% | 5% | 29% | 62% | 1% | 4.5 |

Q10. My performance evaluation provides me with meaningful information about my performance.

| 6% | 10% | 14% | 30% | 31% | 9% | 3.8 |

Q11. My supervisor holds me and my co-workers accountable for performance.

| 1% | 4% | 6% | 26% | 58% | 5% | 4.4 |

Q9. I receive recognition for a job well done.

| 7% | 12% | 21% | 29% | 30% | 2% | 3.6 |

■ Never   ■ Seldom   ■ Occasionally   ■ Usually   ■ Always

Overall average score for "Performance & Accountability" ratings: 4.0

Analysis:

- ESD employee responses were higher in all questions related to performance and accountability.

- Employees strongly agreed that both they and their co-workers were being held accountable.

- Managers have been addressing performance issues on a more timely basis.

- An HR Summit for agency management held in April 2008 emphasized management's need for performance expectations at all levels. Session included training on performance coaching as a tool to aid supervisors in the evaluation of others.

- In May of 2008 one trainer was certified in the Performance Coaching program to build capacity for on-going learning.

Action Steps:

- As stated in the Employment Security Strategic Plan for 2008 – 2013, Strategic Goal 4: *Value, develop and support employees to increase effectiveness*, Objective A – *Build a high-performance work force that is competent and culturally diverse, Ensure that each employee's professional-development plan strengthens his or her job capabilities and aligns with the department's business needs.*

- Along with this strategy, the department will continue open communication efforts and development of a meaningful recognition program.

Data as of November 2007
Source: Dept of Personnel 2007 Employee Survey

18

Reinforce Performance

Formal Disciplinary Actions

Agency Priority: Low

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Disciplinary Action Taken

Action Type	# of Actions
Dismissals	1
Demotions	3
Suspensions	4
Reduction in Pay*	1
Total Disciplinary Actions*	**9**

* Reduction in Pay is not currently available as an action in HRMS/BI.

Issues Leading to Disciplinary Action

- Non-Attendance
- Inappropriate Behavior
- Policy Violation
- Failure to perform duties
- Insubordination

Analysis:

- Normal levels of disciplinary actions were recorded during this period.
- No specific pattern has emerged from data comparison.
- An HR Summit for agency management held in April 2008 emphasized management's need for performance expectations at all levels. Session included training on performance coaching as a tool to aid supervisors in the evaluation of others.

Action Steps:

- As stated in the Employment Security Strategic Plan for 2008 – 2013, Strategic Goal 4: *Value, develop and support employees to increase effectiveness*, Objective A – *Build a high-performance work force that is competent and culturally diverse*, a key strategy is to ensure that each employee's professional-development plan strengthens his or her job capabilities and aligns with the department's business needs, and develop and implement a professional leadership program, to include structured coaching, mentoring and rotational job assignments.

Data Time Period: July 1, 2007 through June 30, 2008
Source: HRMS Business Intelligence/Internal Tracking

Reinforce Performance

Disciplinary Grievances and Appeals

Agency Priority: Low

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

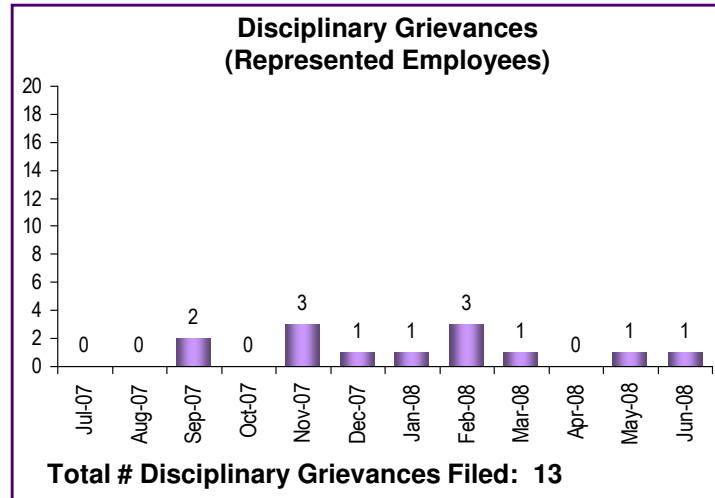Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Disciplinary Grievances (Represented Employees)

Month	Count
Jul-07	0
Aug-07	0
Sep-07	2
Oct-07	0
Nov-07	3
Dec-07	1
Jan-08	1
Feb-08	3
Mar-08	1
Apr-08	0
May-08	1
Jun-08	1

Total # Disciplinary Grievances Filed: 13

Disciplinary Appeals (Non-Represented Employees filed with Personnel Resources Board)

1 Dismissal

0 Demotion

0 Suspension

0 Reduction in salary

1 Total Disciplinary Appeals Filed with PRB

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Disposition (Outcomes) of Disciplinary Grievances

- Settled without Arbitration (9)
- Arbitration – Agency Upheld (1)
- Withdrawn (1)
- Pending Arbitration (5)

Disposition (Outcomes) of Disciplinary Appeals*

No outcomes during this reporting period.

*Outcomes issued by Personnel Resources Board

Data Time Period: July 1, 2007 through June 30, 2008
Source: Dept of Personnel/Internal Tracking

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions
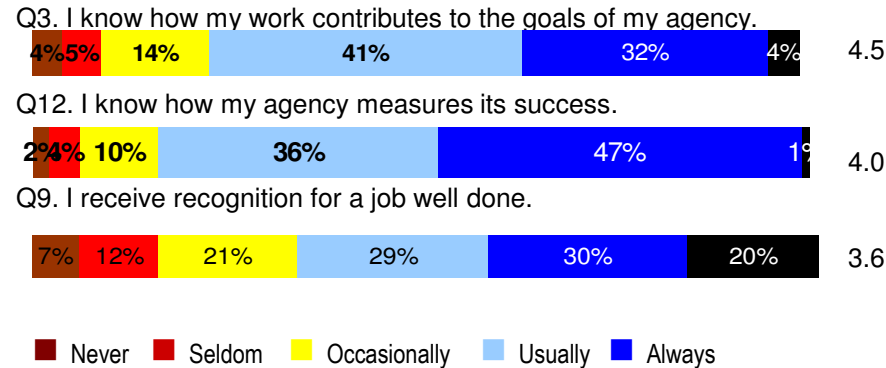
Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Employee Survey "Employee Commitment" Ratings

Agency Priority: Medium

Avg

Q3. I know how my work contributes to the goals of my agency.

| 4% | 5% | 14% | 41% | 32% | 4% | 4.5 |

Q12. I know how my agency measures its success.

| 2% | 4% | 10% | 36% | 47% | 1% | 4.0 |

Q9. I receive recognition for a job well done.

| 7% | 12% | 21% | 29% | 30% | 20% | 3.6 |

■ Never ■ Seldom ■ Occasionally ■ Usually ■ Always

Overall average score for Employee Commitment ratings: 4.03

Analysis:

- Department rating is higher than statewide average for employee commitment.

- Employees echoed sentiment of previous survey whereby they feel they are providing a service or product that makes a difference for customers.

- There was an increased awareness of agency GMAP and the value of the process.

- In this survey, a much higher percentage had read the Strategic Plan, feel valued and appreciated and know their unit goals and whether the unit is meeting goals.

- Overall job satisfaction rage is 4.0.

Action Steps:

- As stated in the Employment Security Strategic Plan for 2008 – 2013, Strategic Goal 3, Objective C, *Increase the use of data, analysis and performance measures to inform decision and recognize and reward outstanding performance*, a key strategy is to track progress toward achieving the department's strategic goals using a multi-level performance-management system.

- Strategic Goal 4: *Value, develop and support employees to increase effectiveness*, Objective A – *Build a high-performance work force that is competent and culturally diverse*, a key strategy is to ensure that each employee's professional-development plan strengthens his or her job capabilities and aligns with the department's business needs.

Data as of November 2007
Source: Dept of Personnel 2007 Employee Survey

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

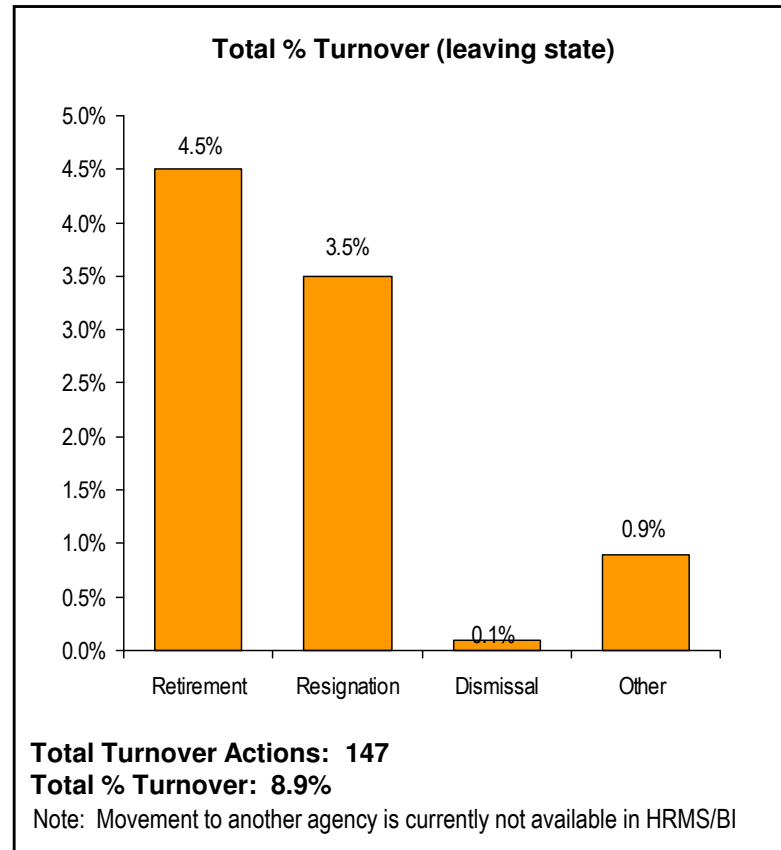Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Turnover Rates

Agency Priority: Medium

Total % Turnover (leaving state)

Bar chart showing Total % Turnover (leaving state):
- Retirement: 4.5%
- Resignation: 3.5%
- Dismissal: 0.1%
- Other: 0.9%

Total Turnover Actions: 147
Total % Turnover: 8.9%
Note: Movement to another agency is currently not available in HRMS/BI

Analysis:

- Approximately 36 permanent employees have promoted or transferred to other agencies during this reporting period.

- The majority of turnover from retirement occurred in the later part of 2007, with a total of 74 retirements for the entire reporting period.

- Our aging workforce, along with the longevity of ESD employees, will continue to be reflected in retirement turnovers for the coming years.

Action Steps:

- As stated in the Employment Security Strategic Plan for 2008 – 2013, Strategic Goal 4: *Value, develop and support employees to increase effectiveness*, Objective A – *Build a high-performance work force that is competent and culturally diverse*, a key strategy is to develop and implement a formal succession plan to address the pending retirement of a large percent of the department's work force.

- Other key strategies are to encourage a healthy workplace statewide and build our leadership capacity by developing and implementing a professional leadership program, to include structured coaching, mentoring and rotational job assignments.

Data Time Period: July 1, 2007 through June 30, 2008
Source: HRMS Business Intelligence

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

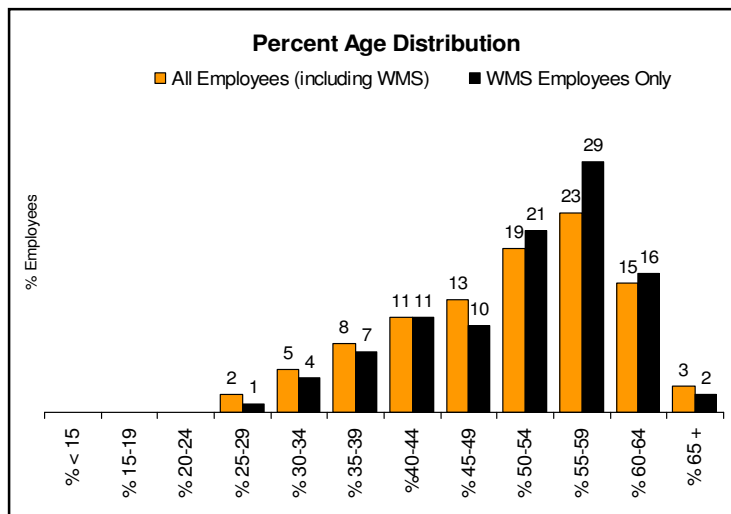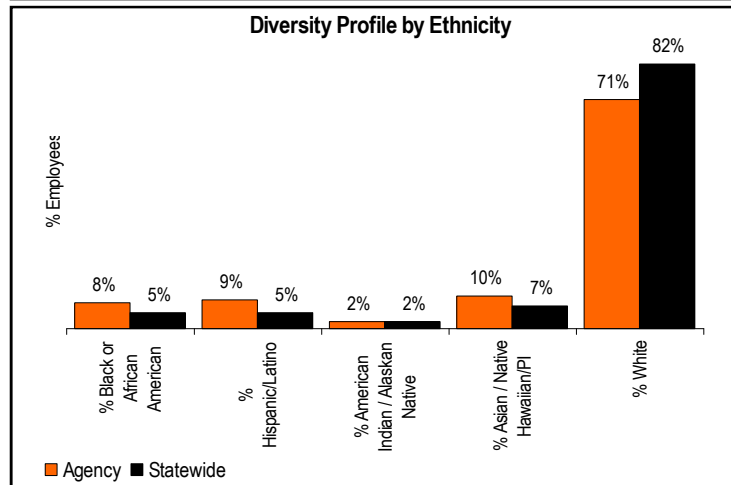Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Workforce Diversity Profile

Agency Priority: Medium

	Agency	State
Female	65%	53%
Persons w/Disabilities	5%	4%
Vietnam Era Veterans	9%	6%
Veterans w/Disabilities	5%	2%
People of color	30%	18%
Persons over 40	85%	75%

Diversity Profile by Ethnicity

	% Black or African American	% Hispanic/Latino	% American Indian / Alaskan Native	% Asian / Native Hawaiian/PI	% White
Agency	8%	9%	2%	10%	71%
Statewide	5%	5%	2%	7%	82%

■ Agency ■ Statewide

Percent Age Distribution

■ All Employees (including WMS) ■ WMS Employees Only

	% < 15	% 15-19	% 20-24	% 25-29	% 30-34	% 35-39	% 40-44	% 45-49	% 50-54	% 55-59	% 60-64	% 65 +
All Employees				2	5	8	11	13	19	23	15	3
WMS Employees				1	4	7	11	10	21	29	16	2

Analysis:

▪ ESD continues to maintain a level of diversity that is higher than most state agencies and above the statewide averages.

▪ Our aging workforce remains fairly unchanged.

Action Steps:

▪ As stated in the Employment Security Strategic Plan for 2008 – 2013, Strategic Goal 4: *Value, develop and support employees to increase effectiveness*, Objective A – *Build a high-performance work force that is competent and culturally diverse*, a key strategy is to increase recruitment and outreach activities to ethnic communities and to develop and implement a formal succession plan to address the pending retirement of a large percent of the department's work force.

Data as of June 30, 2008
Source: HRMS Business Intelligence

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Workforce Diversity Profile

Employee Survey "Support for a Diverse Workforce" Ratings

Agency Priority: Medium

Q13. My agency consistently demonstrates support for a diverse

| 2% | 5% | 9% | 31% | 43% | 10% |

■ Never ■ Seldom ■ Occasionally ■ Usually ■ Always

Overall average score for Support for a Diverse Workforce ratings: 4.2

Analysis:

- The culture of the department has always included the commitment to diversity as reflected in this average.

Action Steps:

- As stated in the Employment Security Strategic Plan for 2008 – 2013, Strategic Goal 4: *Value, develop and support employees to increase effectiveness*, Objective A – *Build a high-performance work force that is competent and culturally diverse*, a key strategy is to Increase recruitment and outreach activities to ethnic communities.

Data as of November 2007
Source: Dept of Personnel 2007 Employee Survey